chosen the opposite policy of flinging masses of our troops against concrete machine-gun emplacements, with the result that hundreds of thousands were put out of action. Then they demanded the replacement of the lost units which ought not to have been wasted in such a fight. As far back as May, 1917, we had repeatedly warned our military leaders that we should have no men available in 1917 for any great enterprises involving heavy casualties. They disregarded this intimation, and thereby added considerably to the trouble we were experiencing in finding sufficient men for the urgent needs of the nation on land and sea, at home and abroad. How we were hampered by the shortage in our life and death struggle against starvation is told in the chapters on Food and Shipbuilding. Without the Department of National Service we could not have solved the problems of making the best use of our man-power. It made a clumsy start, but when it was re-organised it handled its delicate and troublesome duties efficiently and well.